



**Finance Committee**  
**CCSNH BOARD OF TRUSTEES**  
**Meeting of February 17, 2022**

**Present:** Trustee Alison Stebbins (*Chair*), Trustee Robert Baines, Trustee Tricia Lucas, MCC President Brian Bicknell, WMCC President Charles Lloyd (*teleconference*), Trustee Todd Emmons, Trustee Paul Holloway (*teleconference*), CCSNH Chief Operating Officer Scott Fields, CCSNH Controller John Harrington (*teleconference*), CCSNH Director of Financial Operations Kim Brent (*teleconference*), CCSNH Director of Facilities Matt Moore

**Others in Attendance:** CCSNH Chancellor Mark Rubinstein, NCC President Lucille Jordan, RVCC President Alfred Williams (*teleconference*), NHTI President Gretchen Mullin-Sawicki (*teleconference*), GBCC President Cathryn Addy (*teleconference*), NHTI CFO Marsha Bourdon (*teleconference*), RVCC CFO Michelle Lockwood (*teleconference*), NCC BAO Laurie Berna (*teleconference*), GBCC Chief Accounting Officer Tom Andruskevich (*teleconference*), CCSNH Chief Advancement Officer Tim Allison (*teleconference*), MCC Business Affairs Officer Kelly Marr (*teleconference*), CCSNH Executive Director of Government Affairs and Communications Shannon Reid (*teleconference*), Dr. Susan Huard (*videoconference*)

Chair Stebbins called the meeting to order at 12:00 pm in room 301 Grappone Hall, NHTI, Concord, NH.

Approval of the November 18, 2021 and December 15, 2021 Minutes

**VOTE:** The Committee, on motion of Ms. Lucas and seconded by Mr. Baines, voted unanimously to approve the minutes of the November 18, 2021 and December 15, 2021 meetings as written.

FY 24/25 Capital Budget Presentation

Ms. Reid provided an overview of the capital budget process, timeline, and various external and internal considerations. Historically over the past several capital budgets, CCSNH has received \$7-\$20M from the state, and critical maintenance is historically the top priority for CCSNH. The projects included in the proposed budget are presented in phases.

Mr. Moore presented the priority critical maintenance items and projects included in the proposed budget, and the projects that are being proposed for FY 2024-2029. The state defines and sets clear parameters for critical maintenance, and discussion followed regarding the time that colleges must wait to receive funding and begin work on more urgent critical maintenance issues. If any issues cannot be resolved within the capital budget timeframe, colleges must utilize reserve funds to address urgent issues faster.

Ms. Reid reviewed projects that are not included in the capital budget, because they are being deferred or other funds are being sought to address them.

Mr. Fields presented the information technology infrastructure items included in the budget, hardware upgrades, potential costs associated with moving servers to the cloud, and lifecycle replacement of switches, network gear, and UPS to enhance network security.

**VOTE:** The Committee, on motion of Mr. Baines and seconded by Mr. Emmons, voted unanimously to approve the capital request for FY24-25 as presented.



### Master Planning and Deferred Critical Maintenance

- Mr. Fields and Mr. Moore provided an update on key projects. Finalization of contracts for construction managers is under way, and architects have been identified and are under contract. All current projects are on track to be completed this biennium. CCSNH has contracted with Minuteman for several projects related to access control and safety features.

Regarding deferred critical maintenance, CCSNH is currently aggregating data from across the system that will help to identify the areas that most need to be addressed to ensure the proper upkeep and operations of building infrastructure. To date there are three areas where there is clarity on what critical maintenance is needed: Mechanical, Electrical and Plumbing; Security and Access Controls; Roof Inventory. Two areas that need to be further researched – building infrastructure /envelopes and water systems—will be reviewed during the site visits that will be scheduled as part of the master planning process. Architects and engineers will visit each college over the summer/ fall to continue the strategic planning work that is currently underway. Deliverables from the architects and engineers will articulate the structural needs of the buildings on each campus, and cost estimates will provide details for the work that will have been identified through a series of inspections.

Colleges are working on their master plans, defined in Board Policy 571 as “a comprehensive long-range plan that will guide the physical development of an institution for 10 or more years.” Plans are expected to be finalized this spring, at which point architects and engineers will be contracted to begin the next phase of master planning. The 10-year plans inform CCSNH’s long-range plans with multi-biennium roadmap submitted to the State of New Hampshire. WMCC President Lloyd, NCC President Jordan, NHTI President Mullin-Sawicki, and RVCC President Williams provided updates on the master planning process at their respective college. Master plans align with college strategic plans, which are informed by the board’s strategic plan.

As the colleges complete their master plans, an opportunity will be provided to the Finance and Assets and Resources Committees to review this work.

### Finance Update

Credit activity, excluding dual enrollments, for the fall and spring semesters is trending down compared to last year, not including late start or summer classes that should increase enrollment over the next few weeks and months. The spring semester is trending slightly higher than the fall in terms of the year-over-year outcomes.

The loss of revenue is offset by continued cost containment efforts in the personnel and other operating lines. The aggregate total of lost revenue received by CCSNH will be approximately \$2.7mm, which will allow CCSNH to finish FY22 with a positive net position.

Mr. Fields provided an update on HEERF funding, which must be monitored to ensure compliance with federal guidelines. The student aid portion of these funds is currently being distributed, and more information will be provided at the April committee meeting. Each college will apply for an extension of their grant over the next two months to ensure the drawdown of funds related to lost revenue and the budgeted HVAC projects approved at the beginning of the fiscal year.

A new round of stimulus funding was made available to community colleges and other institutions of higher education in January 2022, but only WMCC was able to meet the more stringent requirements related to percentage of low-income students (50% or greater) and an enrollment decline of more than 4.5% from Fall 2020 to Fall 2021.



Mr. Fields provided an update on CCSNH’s investment portfolio, which has been impacted by volatility in the stock market over the first seven months of the fiscal year. CCSNH will meet with the Fidelity representative next week for a discussion on investment strategy.

Update on Strategic Planning

President Lloyd and Dr. Huard provided an update on strategic planning. Pillars have been aligned to trustee committees, and the Finance Committee will focus on the financial sustainability and stewardship strategic pillar. Plan implementation will be further discussed at the board retreat this summer. The next step for developing the pillars is to identify metrics to track progress on pillar goals, and President Lloyd and Dr. Huard will meet with the institutional researchers across the system to begin that work. Pillar co-leads, RVCC President Williams and Ms. Reid, will continue to provide updates to the committee on this work, and committee members are invited to send feedback and suggestions. The next update will be provided at the committee meeting in May.

Other Business

No further business was stated. The committee meeting adjourned at 2:03 pm.

Respectfully Submitted,

Meghan Eckner  
Chief of Staff, Executive Assistant to the Chancellor and Board of Trustees